

Civilian Review and Complaints Commission for the Royal Canadian Mounted Police

2014–15

Departmental Performance Report

The Honourable Ralph Goodale, P.C., M.P.
Minister of Public Safety and Emergency Preparedness

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This document is available in alternative formats upon request.

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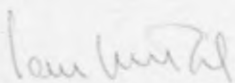
Chairperson's Message

On November 28, 2014, the *Enhancing Royal Canadian Mounted Police Accountability Act* came into force, creating the Civilian Review and Complaints Commission for the Royal Canadian Mounted Police, which replaces the former Commission for Public Complaints Against the RCMP (CPC).

The new Commission's mandate includes the complaints and review functions of the former CPC as well as authorities to conduct joint complaint investigations with provincial law enforcement review bodies, conduct reviews of specified RCMP activities, provide enhanced reporting to provinces and territories which contract for RCMP services, undertake research, conduct outreach efforts, and provide independent observers to investigations of serious incidents involving RCMP members. The new Commission received an increase in funding in Main Estimates in order to meet the demands of its expanded mandate.

I am pleased to present this first Departmental Performance Report for the Civilian Review and Complaints Commission for the Royal Canadian Mounted Police. The report provides an overview of the Commission's work over the past fiscal year, how it has met the objectives set out in the 2014–15 Report on Plans and Priorities originally submitted by the CPC, and its progress on the implementation of its expanded mandate.

The past year has been a busy one of change and growth for the Commission and its employees. Our people are the most important element of our effectiveness and I am proud of the contributions each has made during this transition year. We have welcomed our new mandate with renewed energy and focus and look forward to contributing in meaningful ways to the accountability of the RCMP and to public confidence in this very important Canadian institution.



Ian McPhail, Q.C.
Chairperson

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister: The Honourable Ralph Goodale, P.C., M.P.

Institutional Head: Ian McPhail, Q.C.

Ministerial Portfolio: Public Safety and Emergency Preparedness

Enabling Instrument: *Royal Canadian Mounted Police Act*

Year of Incorporation / Commencement: 2014

Organizational Context

Raison d'être and Responsibilities

The Civilian Review and Complaints Commission for the Royal Canadian Mounted Police is an independent agency created by Parliament and is not part of the Royal Canadian Mounted Police (RCMP). The Commission's fundamental role is to provide civilian review of the conduct of the RCMP members in carrying out their policing duties, thereby holding the RCMP accountable to the public. The Commission ensures that complaints about the conduct of RCMP members are examined fairly and impartially. Its findings and recommendations help identify and remedy policing problems which stem from the conduct of individual RCMP members or from deficiencies in RCMP policies or practices. The Commission also conducts reviews of specified RCMP activities, reports to provinces which contract RCMP services, conducts research, program outreach and public education, and provides independent observers to investigations of serious incidents involving RCMP members.

Strategic Outcome and Program Alignment Architecture

Strategic Outcome: Public Confidence in the RCMP

Program: Civilian review of RCMP members' conduct in the performance of their duties

Internal Services

Organizational Priorities

Organizational Priorities

Priority	Type ¹	Strategic Outcome
Strengthen the public complaint process	On-going	Public confidence in the RCMP
Summary of Progress		
What progress has been made toward this priority? • The Commission evaluated and reported on its service standards for the complaint and review process. • The Commission has made significant progress in implementing service delivery methods that maximize efficiency and effectiveness of the complaint intake process. • The Commission has continued to track actions taken by the RCMP on recommendations contained in public reports, and has established a tracking mechanism for the implementation of recommendations contained in individual reports. • The Commission has continued to coordinate with appropriate provincial and territorial bodies and the RCMP regarding operation of the complaint, review and investigation processes. • Through the implementation of a new case management system, the Commission has enhanced its data collection, statistical integration and research functions.		

Priority	Type	Strategic Outcome
Strengthen the Commission's investigative capacity	New	Public confidence in the RCMP
Summary of Progress		
What progress has been made toward this priority? • The Commission has made significant progress in creating the cost effective investigative capacity to support investigations. • The Commission increased the number of public interest investigations it undertook. • The Commission implemented a case management system to support the complaint and review process and its public interest investigations.		

1. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

Priority	Type	Strategic Outcome
Introduce specified activity reviews	New	Public confidence in the RCMP
Summary of Progress		
What progress has been made toward this priority? • The Commission conducted consultations with stakeholders to assist in the identification of priority issues for investigation. • A comprehensive planning process was developed. • While no specified activity reviews were undertaken, the preparatory work, including a detailed risk analysis, continued. • Major case management system protocols were developed to ensure effective support of specified activity reviews.		

Priority	Type	Strategic Outcome
Enhance relations with provincial and territorial governments, as well as police review bodies	New	Public confidence in the RCMP
Summary of Progress		
What progress has been made toward this priority? • The Commission has enhanced its relationships with provincial and territorial governments, review agencies and stakeholders with a view to aligning police oversight processes to the extent possible under existing law and its new mandate. • The Commission developed processes for reporting to provincial and territorial governments as well as other police review bodies. • The Commission developed and implemented a government relations strategy.		

Priority	Type	Strategic Outcome
Increase outreach, public education and engagement efforts	On-going	Public confidence in the RCMP
Summary of Progress		
What progress has been made toward this priority? • The Commission reviewed the structure of the outreach function to best use available resources and align its work with its priorities. • The Commission has established annual engagement targets and priorities. • The Commission has identified key community stakeholders and partners, and developed engagement strategies and informational materials for their use.		

Priority	Type	Strategic Outcome
Ensure that the most effective and efficient tools and administrative support are in place to facilitate the transition to the new mandate	New	Public confidence in the RCMP
Summary of Progress		
What progress has been made toward this priority? - The Commission has continued the transformation of its IT system through a partnership with another government agency. - During 2014–15, the Commission has continued to restructure its administrative services and business processes. - The Commission's new case management system was successfully deployed in 2014–15. - The majority of staffing actions planned to fill new mandate requirements were completed.		

Risk Analysis

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
RCMP Implementation of Commission's Recommendations As the Commission's recommendations to the RCMP are not binding, there is a risk that key recommendations will not be implemented.	The Commission has maintained its systematic tracking of recommendations made to the RCMP and created an "Outstanding RCMP Policy Commitments" section on its website. The Commission met regularly with RCMP officials to discuss the manner and timing in which the Commission's recommendations are being implemented.	Civilian review of RCMP members' conduct in the performance of their duties
Responding to Major Policing Events The Commission has no control over serious incidents between the RCMP and the public. Such events may impact on workloads across the Commission and have the potential to negatively affect the maintenance of service standards and present budgeting challenges.	The Commission has renewed its supply arrangements for specialized investigators, and will continue to track workloads, and, where needed, reallocate staff to priority areas. The Commission ensured that it had resources available to respond appropriately to any incidents that may arise throughout the fiscal year.	Civilian review of RCMP members' conduct in the performance of their duties

Actual Expenditures

Budgetary Financial Resources (dollars)

2014-15 Main Estimates	2014-15 Planned Spending	2014-15 Total Authorities Available for Use	2014-15 Actual Spending (authorities used)	Difference (actual minus planned)
10,010,382	10,010,382	10,175,349	9,599,971	410,411

Human Resources (Full-Time Equivalents)

2014-15 Planned	2014-15 Actual	2014-15 Difference (actual minus planned)
66.5	60	(6.5)

Budgetary Performance Summary for Strategic Outcome and Program (dollars)

Strategic Outcome, Program and Internal Services	2014-15 Main Estimates	2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending	2014-15 Total Authorities Available for Use	2014-15 Actual Spending (authorities used)	2013-14 Actual Spending (authorities used)	2012-13 Actual Spending (authorities used)
Strategic Outcome: Public confidence in the RCMP								
Civilian review of RCMP members' conduct in the performance of their duties	6,206,437	6,206,437	6,307,882	6,406,644	6,417,567	6,181,112	4,361,336	3,127,446
Subtotal	6,206,437	6,206,437	6,307,882	6,406,644	6,417,567	6,181,112	4,361,336	3,127,446
Internal Services Subtotal	3,803,945	3,803,945	3,703,841	3,603,738	3,757,782	3,418,859	4,428,498	4,883,555
Total	10,010,382	10,010,382	10,011,723	10,010,382	10,175,349	9,599,971	8,789,834	8,011,001

Alignment of Spending With the Whole-of-Government Framework

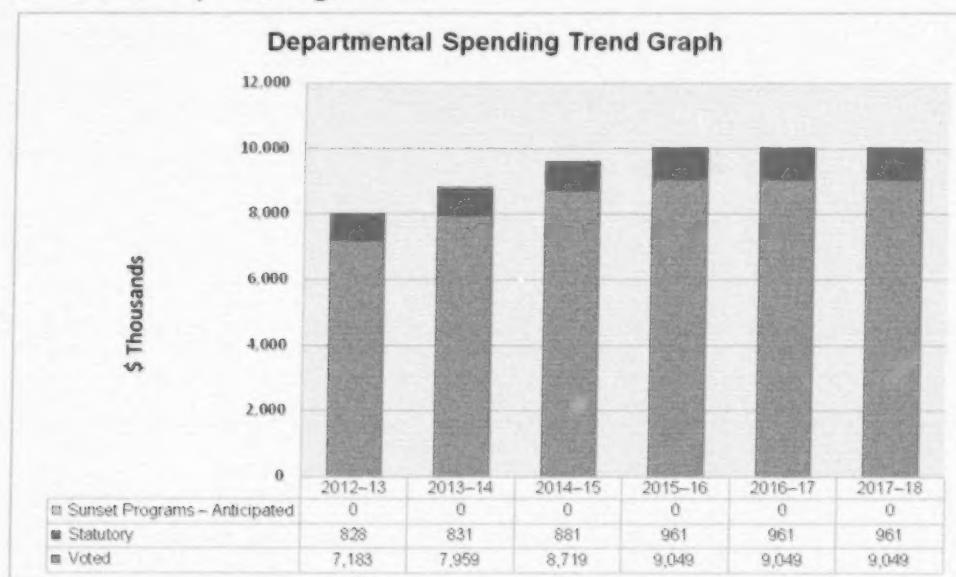
Alignment of 2014–15 Actual Spending With the Whole-of-Government Framework¹
(dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2014–15 Actual Spending
Public confidence in the RCMP	Civilian review of RCMP members' conduct in the performance of their duties	Social Affairs	A safe and secure Canada	6,181,112

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic affairs		
Social affairs	6,206,437	6,181,112
International affairs		
Government affairs		

Departmental Spending Trend



The Commission has only one program in addition to internal services and does not have any sunset programs.

Expenditures by Vote

For information on the Commission's organizational voted and statutory expenditures, consult the *Public Accounts of Canada 2015*,ⁱⁱ which is available on the Public Works and Government Services Canada website.ⁱⁱⁱ



Section II: Analysis of Program by Strategic Outcome

Strategic Outcome: Public confidence in the RCMP

Performance Measurement

Performance Indicators	Targets	Actual Results
Increased % of public confidence in the complaint process over a two-year period	1% increase by March 2016	N/A
Increased % of accepted recommendations implemented over a two-year period	1% increase by March 2016	N/A
Increased % of contracting partner confidence in the RCMP over a two-year period	1% increase by March 2016	N/A

Program: Civilian review of RCMP members' conduct in the performance of their duties

Description

The Commission is an independent agency created by Parliament to provide fair and independent civilian review of RCMP members' conduct in the performance of their duties. The Commission accomplishes this by receiving complaints from the public about the conduct of RCMP members, and monitoring the RCMP's investigation of such complaints. Where a complainant is not satisfied with the outcome of the RCMP's response to a complaint, a request can be made to the Commission for an independent review of the members' conduct and the RCMP's handling of the matter. In reviewing complaints, the Commission may find that it is satisfied with the RCMP's handling of the complaint, or it may make findings and recommendations to the RCMP Commissioner and the Minister of Public Safety with respect to matters addressed in the complaint. The Commission also has the mandate to conduct reviews of specified RCMP activities; report to provinces which contract RCMP services; conduct research, program outreach and public education; and provide independent observers to investigations of serious incidents involving RCMP members.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
6,206,437	6,206,437	6,417,567	6,181,112	25,325

Human Resources (Full-Time Equivalents)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
43	41	(2)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Increased transparency and public accountability of the RCMP	Increased % of public confidence in the complaint process over a two-year period	1% increase by March 2016	N/A
	Increased % of accepted recommendations implemented over a two-year period	1% increase by March 2016	N/A
Enhanced accountability to RCMP contracting provinces	Increased % of contracting partner confidence in the RCMP over a two-year period	1% increase by March 2016	N/A

Performance Analysis and Lessons Learned

In 2014–15, Commission processed 1,839 formal complaints against the RCMP, received 200 requests for review and issued a total of 139 review reports. The RCMP Commissioner accepted approximately 90% of the Commission's adverse findings and 82% of its recommendations.

The Commission also undertook a record number of public interest investigations, many of which made headlines across the country. These complex investigations involved an unprecedented volume of information, evidence, witnesses and legal issues. With its increased capacity the Commission was able to meet this challenge and generate comprehensive analysis and findings and make remedial recommendations that make a difference in how the RCMP delivers policing services to Canadians.

The Commission's new mandate allows it to undertake a review of specified RCMP activities for the purpose of ensuring accordance with legislation, regulation, ministerial direction, or RCMP policies, procedures or guidelines. In addition to the hiring of additional investigators to carry out such reviews, significant planning has occurred in preparation for this broadened mandate, including the development of a model to identify priority areas for review.

This past year, the Commission dedicated a full-time position to liaise with the provinces and territories to implement elements of the new mandate and assist them in addressing and managing complaints about the RCMP. The Commission is reporting to provincial and territorial governments and has been working with them to ensure that the content of these reports is responsive to their needs.

The Commission continued to meet its service standards for the timely handling of public complaints by adjusting its business processes and implemented new programing and technical support as well as launching a new case management system. The new system will assist with the tracking of each step of the complaint and review process, and produce business intelligence to identify and address any delays.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are Management and Oversight Services, Communications Services, Legal Services, Human Resources Management Services, Financial Management Services, Information Management Services, Information Technology Services, Real Property Services, Materiel Services, Acquisition Services, and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not those provided to a specific program.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
3,803,945	3,803,945	3,757,782	3,418,859	385,086

Human Resources (Full-Time Equivalents)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
23.5	18	(5.5)

Performance Analysis and Lessons Learned

The Commission continued to restructure its administrative services with a focus on creating efficiencies that allowed for the investment of savings into new mandate areas along with enhancements to the complaint and review processes.

A new case management system has been deployed to consolidate and centralize all aspects of the public complaint process into one information management system. This supports both the management of complaint and review processes and the Commission's new provincial reporting requirements.

Section III: Supplementary Information

Financial Statements Highlights

Condensed Statement of Operations (unaudited)
For the Year Ended March 31, 2015 (dollars)

Financial Information	2014–15 Planned Results	2014–15 Actual	2013–14 Actual	Difference (2014–15 actual minus 2014–15 planned)	Difference (2014–15 actual minus 2013–14 actual)
Total expenses	\$ 11,517,916	\$ 10,694,744	\$ 9,890,032	\$ (823,172)	\$ 804,712
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	\$ 11,517,916	\$ 10,694,744	\$ 9,890,032	\$ (823,172)	\$ 804,712

Condensed Statement of Financial Position (unaudited)
As at March 31, 2015 (dollars)

Financial Information	2014–15	2013–14	Difference (2014–15 minus 2013–14)
Total net liabilities	\$ 1,466,873	\$ 1,188,872	\$ 278,001
Total net financial assets	\$ 820,367	\$ 768,474	\$ 51,893
Departmental net debt	\$ 646,506	\$ 420,398	\$ 226,108
Total non-financial assets	\$ 464,828	\$ 505,544	\$ -40,716
Departmental net financial position	\$ (181,678)	\$ 85,146	\$ (266,824)

Financial Statements

The Commission's Financial Statements for the reporting period can be viewed on the Commission's website.^{iv} With the transition to the new mandate on November 28, 2014, all appropriations unexpended by the former Commission on November 28, 2014, were deemed to be appropriated for the new Commission. All rights and property held and all obligations and liabilities of the former Commission were also deemed to be held by the new Commission. Given this continuity between the former Commission and the new Commission, management has included results of the former Commission up to November 28, 2014, in its 2014–15 reporting. For comparative purposes, 2013–14 results of the former Commission have also been included.

Supplementary Information Tables

The Commission does not have any supplementary information tables.

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the Tax Expenditures and Evaluations^y publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

E-mail:

Media@crcc-ccetp.gc.ca

Telephone:

From anywhere in Canada: 1-800-665-6878
TTY: 1-866-432-5837

Fax:

613-952-8045

Mail:

P.O. Box 1722, Station B,
Ottawa, ON K1P 0B3

Web:

<http://www.crcc-ccetp.gc.ca>



Appendix: Definitions

appropriation (*crédit*): Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (*dépenses budgétaires*): Includes operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report (*rapport ministériel sur le rendement*): Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Report on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent (*équivalent temps plein*): Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes (*résultats du gouvernement du Canada*): A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure (*Structure de la gestion, des ressources et des résultats*): A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures (*dépenses non budgétaires*): Includes net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (*rendement*): What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator (*indicateur de rendement*): A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (*production de rapports sur le rendement*): The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (*dépenses prévues*): For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plan (*plan*): The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities (*priorité*): Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program (*programme*): A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (*architecture d'alignement des programmes*): A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities (*rapport sur les plans et les priorités*): Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

result (*résultat*): An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (*dépenses législatives*): Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (*résultat stratégique*): A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (*programme temporisé*): A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (*cible*): A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (*dépenses votées*): Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

whole-of-government framework (*cadre pangouvernemental*): Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.



Endnotes

- i. Whole-of-government framework, <http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx>
- ii. *Public Accounts of Canada 2015*, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- iii. Public Works and Government Services Canada website, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- iv. Civilian Review and Complaints Commission for the RCMP, <http://www.crcc-ccetp.gc.ca/en/financial-statements>
- v. Government of Canada Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>